

84-3025

10 August 1984

Att. EL84-2530/1 + 2

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Robert W. Magee
Director of Personnel

SUBJECT: CIA Candidate to OPM
"Women's Executive Leadership Program"

1. [] Deputy Chief, Research Staff, FBIS Analysis Group, has been selected by the Office of Personnel Management to represent the CIA in the "Women's Executive Leadership Program." Mrs. [] was one of 60 women selected from the 220 candidates nominated for the program by 54 government agencies.

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2. The "Women's Executive Leadership Program" is a newly established program initiated by OPM as an effort to encourage Federal departments and agencies to prepare talented women employees in grades GS-09-12 for managerial positions at an earlier stage in their careers. (See attached for program details).

3. OPM plans to "kick-off" this program on Thursday, 16 August 1984, at the Rayburn Building on Capitol Hill. A breakfast will be served at 9:00 a.m. followed by a talk by guest speaker Loretta Cornelius, DD/OPM. A "Cabinet-level official" is asked to be present with each agency participant at this function for a photo session at 10:30 a.m. I am told the Secretary of Agriculture is also going so it looks like the first team is participating. The group photo will also be useful. [] be accompanied by [] Director, FBIS; [] ADC/OTE, as her program supervisor; and [] Agency Federal Women's Program Manager, who will serve as program coordinator for the CIA.

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SIA!

4. As there has been considerable coverage of this program in the Washington Post and the Federal Times, we believe it will continue to receive high visibility in the media and the press. Our participation in this program serves as a means of showing the Agency's special interest in the advancement of its women; consequently, it is recommended that you attend this event with [] provided your schedule permits.

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5. Your support and interest is appreciated. Details will be provided at your request.

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[]
Robert W. Magee

Attachment:
As stated

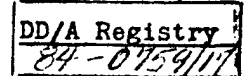
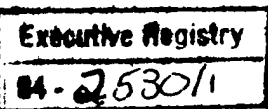
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United States
**Office of
Personnel Management**

Washington, D.C. 20415



In Reply Refer To:

Your Reference:

AUG 2 1984

Honorable William J. Casey
Director
Central Intelligence Agency
Washington, D.C. 20505

Dear Mr. Casey:

I am pleased to inform you that [redacted] your agency has been selected to participate in the Office of Personnel Management's Women's Executive Leadership Program pilot. STAT

Your participant was selected from the 220 nominations submitted by 54 agencies. These women represented the high caliber of persons we have employed in the Federal Government. It was difficult to select only 60 women from this group. In our continued efforts to obtain a true representation of the women in grades GS 9-12 and to permit as many agencies as possible to participate in the pilot program we feel that the method used to determine the final selectees was both fair and equitable. We were very much aware of the vast amount of the time and resources expended by all of the 54 agencies regardless of size. Consequently, each agency submitting nominees will be included in the pilot.

Within the next week, a letter will be sent to each woman selected for the program notifying her of her selection and the date of the first orientation session.

This unique and broad-based experience will provide the participant an opportunity to enhance and develop her career potential for supervisory, managerial and executive positions.

On August 16, 1984 at 9:00 a.m. in the Rayburn Building on Capitol Hill, Office Personnel Management will conduct a briefing session and workshops for the participant, her immediate supervisor, Agency Program Coordinator

2.

and Federal Women's Program Manager. Speakers will include prominent women in both the Federal and private sectors. Also at this session, photos will be taken of each participant and her agency Administrator. If your schedule will permit you to attend, please contact De-Burton, Women's Executive Leadership Program Manager on 632-6475.

Your interest and support of this new initiative is greatly appreciated.

Sincerely,

A handwritten signature in dark ink, appearing to read "Donald J. Devine". The signature is fluid and cursive, with a large initial "D" and a trailing flourish.

Donald J. Devine
Director

Central Intelligence Agency

Washington, D.C. 20505

MEMORANDUM FOR: Donald J. Devine, Director
Office of Personnel Management

SUBJECT: CIA Candidates for the Women's Executive Leadership
Program

1. I am pleased to submit the following names and nominating statements of five deserving and well qualified Central Intelligence Agency women to be considered for your Women's Executive Leadership Program. The names are listed in rank order.

2. When the selection of finalists has been made please notify this office.


15/

Robert W. Magee
Director of Personnel

Attachment:
As stated

6 July 1984

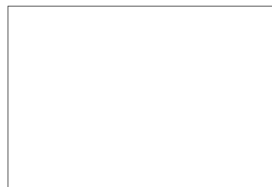
MEMORANDUM FOR: Federal Women's Program Coordinator/EEO

FROM: : 
Executive Secretary, CIA Training
Selection Board

STAT

SUBJECT: : Candidates for the Women's Executive Leadership
Program

1. The following women have been selected by the Director of Training and Education to be nominated to the Office of Personnel Management to be considered for the Women's Executive Leadership Program. The names are listed in rank order.



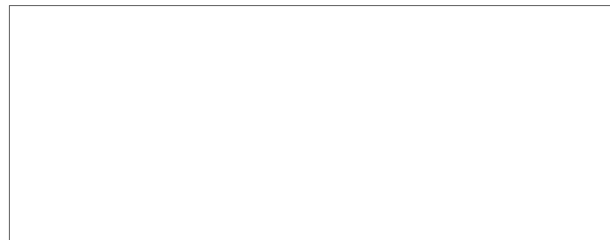
DDA/OL
DDI/OGI
DDS&T/FBIS
DDI/OSWR
DDI/CPAS

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2. Nominating statements are attached.

3. Please notify this office when the OPM selection process has been completed.

Attachments:
as stated



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14 May 1984

MEMORANDUM FOR: Executive Director

FROM:


Federal Women's Program Manager, EEO

SUBJECT: Women's Executive Leadership Program

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1. The attached memorandum from OPM requests our participation in a newly established government-wide "Women's Executive Leadership Program" recently approved by Mr. Donald Devine, Director OPM. This is a leadership program for federally employed women in grades GS-09-12 who have shown exceptional managerial potential for development towards supervisory, managerial and executive positions in the federal workplace. There has been considerable interest in the program from Agency women who read about it in The Washington Post and the Federal Times.

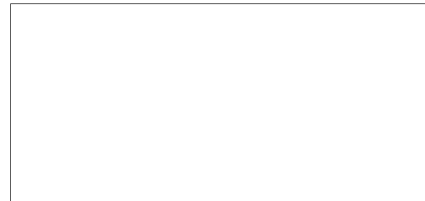
2. I have discussed the possibility of CIA participation with Mr. Robert Magee, Director of Personnel, who has given his approval in view of the Agency's current emphasis on action to improve career opportunities for women employees. Our participation in the program would be a means of showing special interest in the advancement of women in mid-level positions who have management potential.

3. Other than the information provided in the attached, there has been no further material distributed by OPM. However, I plan to attend a briefing on the program on Wednesday, 16 May.

4. I have attached a brief summary of the program and how I see it working within the Agency. If you would like, I will be glad to brief you further.

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Attachments:
As stated



4 June 1984

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Operations
Deputy Director for Science and Technology
Deputy Director for Intelligence
DCI/ICS Personnel Officer

FROM:


Chairman, CIA Training Selection Board

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SUBJECT: Nominations for Women's Executive
Leadership Program

1. The attached memorandum from OPM requests our participation in a newly established government-wide "Women's Executive Leadership Program" recently approved by Mr. Donald Devine, Director OPM. This is a leadership program for federally employed women in grades GS-09-12 who have shown exceptional managerial potential for development towards supervisory, managerial and executive positions in the federal workplace. There has been considerable interest in the program from Agency women who read about it in The Washington Post and the Federal Times.

2. The Agency plans to participate in this program in consideration of current emphasis on action to improve career opportunities for women employees. The program provides a unique opportunity for those selected to gain a very broad overview of the management career field.

3. As outlined in the attached brochure, candidates for the program must be in grades GS-09 through GS-12 and must be available for detail to the program for approximately 15 months. Candidates must attend on a completely overt basis and reside in the Washington metropolitan area. Please give careful consideration to all eligible women in your components and forward nominations or negative replies to me by 29 June 1984. Nomination format should contain the: name and location of nominee; present grade level and job title; prior federal positions; a brief narrative evaluation of nominee's performance and duties; and an assessment of nominee's potential for supervisory or managerial assignments.

4. All nominees will be reviewed to select the best qualified for consideration by the Office of Personnel Management (OPM). Successful candidates will begin their developmental assignments in September 1984.

5. I have attached a brief summary of the program as well as memorandums forwarded by OPM with guidelines for identifying candidates. Please direct any questions to [redacted] Federal Women's Program Manager, EEO, [redacted]

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Attachments:
As stated

cc: 1 - DDCI
1 - EXO
1 - D/OP
1 - D/EEO

Women's Executive Leadership Program

Goal:

To provide the Agency with a pool of trained women employees with management and executive potential.

Objective

To provide participants a broad overview of a management career field.

Target Audience:

Women GS-09-12 grade level

Nomination and Selection Procedures:

- Agencies will select one to five candidates with exceptional management potential.
 - OPM will select finalists from the nominees by Agency ranking.
- Example: If Agency nominates five candidates and only two from each agency can participate the first two listed will be selected.

Program Size

- 45-50 finalists will participate in initial pilot program.
- Finalists will be grouped into smaller classes to ensure manageability.

Time Frame:

- Program will start in late Spring 1984.
- Will last 12 months with option to extend.

Advantages to Agencies

- Opportunity to further Affirmative Action objectives.
 - OPM will assist agencies in the design of special projects for participants.
- (If an Agency cannot participate they are encouraged to develop in-house initiative towards the same goals.)

Program Responsibility:

- The Office of Affirmative Employment Program/OPM is responsible for
- Program design
 - Administration of assessments
 - Monitoring each phase of activities
 - Approval of individual development plans
 - Design of core curriculum
 - Assessment and feedback

Each host agency will be responsible for:

- Providing nominees
- Identifying assignments within host agency
- Identifying program coordinator/counselors
- Monitoring activities at Agency level
- Providing \$2,000 per nominee to cover OPM expenses

A development agreement will be signed between OPM and host agency

Location of Participants:

Participants will remain physically at their employing agencies, except for formal training and special activities.

Individual Assessment:

- Individual programs will be developed for each participant.
- Selected instruments will be utilized to assess potential of each participant.

Core Curriculum:

- Rotational assignments (where possible), formal training and other experiences.
- Orientation for participants and host managers.
- Briefings by top managers and administrators.
- Assessments and evaluations.
- Core activities scheduled every other month.

Individual Curriculum:

Tailored to each participant to strengthen weaknesses and address special interests.

Nature of Assignments:

- Identified by host agencies
- On-the-job training within the host agency.
- Cross-training to stress team building.
- Range from 5-60 days in length

Samples:

- Details as special assistant to office heads
- Special projects
- Serve on task force.
- Details to Congressional Relations office.

Training:

Designed to cover supervisory updates, management effectiveness, basic management techniques, understanding Congressional operations, administration of public policy problem solving and decision making.

Counseling:

- An integral part of program.
 - To assist participant to cope with program.
 - Provide feedback.
- (Host Agency coordinator will serve as counselors)

Similarities with Other Programs:

- Presidential Management Intern Program
- Management Development Program
- Career Intern Program

Funding:

- Agencies will reimburse OPM a nominal fee for administrative cost.
- Agencies will be responsible for tuition, travel and per diem when necessary.

United States Government
MEMORANDUM

**Office of
Personnel Management**

Subject: Women's Executive Leadership Program

Date: APR 20 1984
In Reply, Refer To:

From: Gerald K. Hinch, Assistant Director
for Affirmative Employment Programs

Your Reference:

To: Agency EEO Offices

Provided for your information is the final proposal for the Women's Executive Leadership Program which was recently approved by Dr. Devine. Also attached is a copy of the press release which formally announces the establishment of the program.

The issuance of the press release, information reported in the April 3, 1984 Mike Causey column (Washington Post) and the article in the April 16, 1984 Federal Times on this Program has brought numerous inquiries for additional information. Because of our limited staff resources, I have asked the agency level Federal Women's Program Managers and Training Officers to assist me in answering general questions relating to the Women's Executive Leadership Program. We also would appreciate your cooperation in handling inquiries from employees within your agency. Please refer them to your agency's Federal Women's Program Manager (if appropriate) or Training Officer for response.

If you need additional information, please feel free to call De Burton or Ellis Jones on 254-3058. We look forward to your agency's support of this initiative and assistance.

Attachments

Office of Personnel Management

FPM Bulletin

Federal Personnel Manual System

FPM Bulletin

Bulletin No. 920-

Washington, D. C. 20415

SUBJECT: WOMEN'S EXECUTIVE LEADERSHIP PROGRAM

Action Date:

Heads of Departments and Independent Establishments:

PURPOSE

1. On March 15, 1984, the Director of the Office of Personnel Management (OPM) announced the establishment of the Women's Executive Leadership Program. The purpose of this bulletin is to provide information on the program.

BACKGROUND

2. It is the mission of the Office of Personnel Management (OPM) under the provisions of law and Executive Order 11348 to provide leadership and guidance to Federal departments and agencies to develop the Federal work-force for maximum employee proficiency in the performance of official duties.

3. OPM is responsible for coordinating interagency training conducted by and for agencies, assisting agencies in the development of sound program and financial plans for training, providing for the identification and dissemination of findings of research in training technology, providing general oversight of all training activities under the law, and issuing Governmentwide training regulations to enhance employee development at all grade levels. OPM also identifies specific areas in which new or expanded training activity is needed to meet special Government employment situations.

4. To strengthen mission accomplishment in the most effective manner, OPM has developed guidance to departments and agencies for effective utilization of managers at higher grade levels. The guidance further encourages agencies to develop and participate in programs to provide management training and developmental experiences for incumbent managers and specialists identified as having potential at grades GS-13 through GS-15 to meet agency and individual needs.

5. Although there has been significant increases of women in the professional ranks in the Federal sector over the past several years and they are technically competent in their fields of expertise, many have not yet been afforded sufficient visibility in assignments or provided training and education that will make them competitive for supervisory, managerial, and executive opportunities.

Inquiries: Office of Affirmative Employment Programs, 632-6256

Code: 920, Women's Executive Leadership Program

Distribution: FPM

6. In order to direct more attention toward the systematic provision of management development of women in grades 9-12, OPM is establishing the Women's Executive Leadership Program to help address that need. The program is consistent with the provisions of FPM Chapter 920-15 by 1) tapping managerial potential in nontraditional ways by uncovering and nurturing potential on the part of the individuals who have had no prior supervisory experience, 2) developing a systematic effort to develop management competencies at the first level of management - the supervisory level, 3) providing a foundation of early management training and appropriate experiences for managerial development and SES candidate programs, and 4) providing an initiation or preparatory period during which an individual can test both interest and potential for management positions.

GOALS

7. To provide the Federal Government as a whole with a pool of trained and capable employees interested in pursuing management and executive careers.

8. To provide talented employees a series of unique and broad-based experiences normally not provided prior to selections for mid-management positions that will increase their visibility and further enhance and develop their career potential for supervisory, managerial, and executive opportunities.

OBJECTIVES

9. To encourage Federal departments and agencies to prepare talented women for managerial positions at an earlier stage of their careers.

10. To provide training and developmental experiences that will parallel the managerial competencies and effectiveness levels needed by supervisors, managers and executives for successful job performance.

11. To provide participants an opportunity to assess their Federal management potential and interests in Federal careers as supervisors, managers, and executives, and to provide the kinds of job relevant knowledges, skills, and abilities that will enhance their success.

12. To provide participants a broad overview of the career field in which their specialty exists.

13. To provide participants an opportunity to observe supervisors, managers, and executives as role models at work.

14. To orient host supervisors, managers, and executives on program goals and objectives to assist in the establishment of structured opportunities for participants.

TARGET AUDIENCE

15. Given the limited pool of women available for managerial positions and the results of the study, the target audience for the program will be women in grades GS 9-12 at agency headquarters or installations located in the metropolitan Washington, D.C. area.

16. While it was intended to open subsequent programs to female employees located outside of the Washington, D.C. area, this initial program will focus on those in the metropolitan area. This is to assure that the participants will be available, to limit program expenses, and to provide the program coordinators with an opportunity to give each participant maximum individual attention. Approximately 45 finalists will participate in the first program. This program is designed for the aforementioned employees because:

*Statistical data compiled by OPM from the Central Personnel Data File indicates that the pool of female employees in supervisory, managerial, and non-supervisory positions decreases significantly from the GS-9 to the GS-12 grade level.

*At the GS 13-15 grade levels in both supervisory and managerial and non-supervisory positions, significant disparities also exist between the representation of males and females.

17. It should be noted that managerial, supervisory and executive training for employees not in GS 9-12 grade levels is currently offered by OPM at its training sites or at other locations arranged by participating agencies through the Washington Management Institute, Regional Training Centers, Executive Seminar Centers, Federal Executive Institute, the Government Affairs Institute, and Legis (Fellowship on Capitol Hill Program). Each of these programs has curriculum which provides an excellent opportunity for employees to strengthen their skills in the managerial and executive ranks. Agencies should consider such developmental courses for employees not selected for participation in this program.

NOMINATION AND SELECTION PROCEDURES AND TIME FRAMES

18. Federal departments and agencies are requested to nominate female candidates at grades GS 9-12 with exceptional management potential. Due to the limited size of this initial program the maximum number of nominations should not exceed five per agency or department.

19. NOMINATIONS SHOULD BE SUBMITTED BY C.O.B. JULY 13, 1984 TO: WED/OAEP - WOMEN'S EXECUTIVE LEADERSHIP PROGRAM; U.S. OFFICE OF PERSONNEL MANAGEMENT - ROOM 7H07; 1900 E STREET, N.W., WASHINGTON, D.C. 20415.

20. Formal nominations to OPM should be made or endorsed by the Director of Personnel for the Department or Agency. They may be submitted in any format and should contain: the name and location of nominee; present grade level and job title; prior Federal positions; and a brief narrative evaluation of nominee's current performance and duties, as well as an assessment of their potential for supervisory or managerial assignments.

21. Each agency will ensure that nominees are selected in a fair and equitable manner. Although the program does not specify promotion potential, agencies are encouraged to select nominees through merit promotion procedures because of the nature of the assignments and training which could ultimately give participants a competitive advantage over other employees for future opportunities.

22. OPM will select finalists from the nominees submitted by Federal departments and agencies and confirm in writing their acceptance by JULY 30, 1984.

23. The pilot program is scheduled to begin mid-August 1984. The program will last 12 months with the option to extend to 15 months to ensure that objectives are accomplished.

ADVANTAGES TO FEDERAL DEPARTMENTS AND AGENCIES

24. The intent of the program is not to replace formal or informal career enhancement opportunities that are being planned or that are currently ongoing at the agency level to address managerial training for women. OPM will encourage agencies to utilize the program format to develop in-house initiatives to meet the needs of women in all categories of employment.

25. Participation in the program will also provide Federal departments and agencies an opportunity to further their affirmative action objectives by preparing talented employees for management positions prior to selection to those positions or in pursuing a career change.

26. OPM officials will serve as resource persons to assist agency level managers and program coordinators

FPM Bulletin 920- (4)

PROGRAM RESPONSIBILITY

27. The Office of Affirmative Employment Programs (OAEP) has been given the responsibility program design. Guidance will also be provided to ensure that the program will be managed within agencies at the same level as other executive training offered throughout the Federal Government.

28. In addition to general program design OPM will be responsible for the following components:

- selection of program finalists;
- administration of assessment instruments to program finalists for utilization in developing individualized programs;
- coordination and monitoring of activities related to each phase of the program;
- approval of individual development plans, assignments, training and other activities for each participant;
- orientation and training for host program management officials and program coordinators;
- design of core curriculum for program participants; and
- assessment of program and feedback.

29. Participating departments and agencies will be responsible for the following components:

- providing nominees;
- identifying assignments that are broad in scope and complexity to enable participants accomplish objectives. Federal Women's Program Managers will also be encouraged to assist in the identification of developmental assignments;
- identifying program coordinators who will assist OPM by providing counseling services employees and monitoring the activities of participants at the agency level; NOTE: TO FACILITATE A SMOOTH BEGINNING FOR THE PROGRAM OPM DESIRES TO INVOLVE THE AGENCY COORDINATORS AS EARLY AS POSSIBLE IN THE PLANNING AND DESIGN STAGES. AGENCIES ANTICIPATING PARTICIPATION IN THE PROGRAM SHOULD CONTACT THE OAEP BY MAY 18 TO IDENTIFY THEIR PROGRAM COORDINATORS.
- assisting OPM in the identification of training and other participants at the agency level; and
- providing program assessment and feedback to OPM.

30. A developmental agreement will be signed between OPM and the host agency to ensure that participants receive the maximum benefit from the program.

PROGRAM COMPONENTS

31. Participants will remain physically located at their employing agencies except for formal training, specialized activities, and programs that will be coordinated and managed by OPM. Program activities will be scheduled approximately every other month.

32. Selected diagnostic instruments will be utilized to assess participants' Federal manager potential and to determine the scope of experiences and training that should be provided to prepare them for future success as supervisors. Approved For Release 2008/08/27 : CIA-RDP86M00886R002300110016-1 individual

Individual Development Plans (IDP)

33. An IDP will be developed to meet the needs of each participant based upon the result of the assessment. Each IDP will also focus on the objectives to be attained during the program and will indicate how objectives are to be accomplished. IDP's will be reviewed periodically and revised as appropriate. IDP's will facilitate coordination of each participants' program and provide the participants, OPM, and the employing agency a means by which to gauge individual progress.

34. A core curriculum consisting of rotational assignments, formal training, and other experiences will be designed to provide all participants with knowledge and/or experience in the following six competencies identified to ensure effective performance on the job for supervisors, managers, and executives:

- integration of internal and external program/policy issues;
- organization representation and liaison;
- direction and guidance of programs, projects, or policy development;
- resource acquisition and administration;
- utilization of human resources; and
- review of implementation and results.

35. The core curriculum will specifically include the following components:

- an orientation for participants;
- an orientation for host managers to sensitize them to the goals and objectives of the program and expectations by OPM as to the nature of assignments and their involvement in the interaction with participants;
- briefings by top level managers and Administration officials on a periodic basis;
- a minimum of two rotational assignments (core curriculum only);
- attendance at specified formal training to be determined and coordinated by OPM;
- assignment debriefings with other program participants; and
- periodic evaluations.

36. Individualized assignments will be as follows:

- Assignments (i.e., details, special projects) will be identified by host agencies that 1) will ensure that each participant will gain experience in the competency areas, and 2) meet the individualized interests of participants through unique broad-based experiences reflecting their career interests and the needs of their respective agencies.
- To the extent feasible, assignments will be within the participating agency. Since most employees spend their time in specific occupational track in a work unit within an agency, cross-training in other program offices will be utilized to foster and develop the concept of team building and participation. This cross-training experience should increase awareness of other opportunities within an agency and thereby enhance future opportunities for promotions.

- ° Assignments will be identified by agencies and approved by OPM that will challenge the abilities of participants, provide opportunities for self-motivation, ensure that productive and essential work is provided, and ensure that contacts are made with high level officials.
- ° Assignments may range from 5-60 days in length depending upon the nature of the assignment. Although some assignments may be shorter, agencies will be encouraged to identify those adequate enough in length to benefit the participant and the office to which the assignment is scheduled. Sample assignments envisioned for the program include:
 - Details as a Special Assistant to the Office of Assistant Secretary of an agency for special projects or to serve in a "shadowing capacity."
 - Details as a Special Assistant to the head of an agency or a Regional Administrator for a special project or to serve in a "shadowing capacity."
 - Details as Special Assistant to a management official in a program office to work on a special project or task force.
 - Details to an Agency's Congressional Relations Office to gain experience and training in such activities.
 - Details to an agency's budget office to gain an understanding of the budget process.
 - Attendance at professional conferences and meetings.

37. Formal (classroom) training for this program will be provided through the National Management Career Curriculum sponsored by OPM's Office of Executive and Management and Development.

SIMILARITIES AND DIFFERENCES WITH OTHER OPM AND AGENCY DEVELOPMENTAL PROGRAMS

38. While there are similarities between the Women's Executive Leadership Program and other developmental programs sponsored by OPM and Federal departments and agencies, there are also substantial differences.

A. Presidential Management Intern Program (PMI)

a. The PMI program, established by Executive Order 12008 on August 25, 1977, is designed to attract to Federal service men and women of exceptional management potential who have received training (graduate level) in planning and managing public programs and policies. Eligible students are nominated by their school deans and complete a regional screening process.

b. Selected interns receive two-year internships in Federal agencies and upon satisfactory completion are eligible for noncompetitive conversion to career or career-conditional appointments within the same agency.

Similarities

- ° Scope and complexity of rotational assignments
- ° Development of a core curriculum
- ° Participation in selected training
- ° Provision for periodic evaluations

Differences

- ° PMI participants are recipients of or candidates for public management degrees
- ° Promotion potential is built into the PMI program

B. Management Development Programs

Federal departments and agencies are required to establish executive and management development programs for the systematic development of senior executives. Each agency making or intending to make more than five career appointments to the SES are required to establish such a program for approval by OPM.

Similarities

- ° Scope and complexity of rotational assignments
- ° Participation in selected training
- ° Provision for periodic evaluations

Differences

- ° Targeted developmental assignments and training for participants in the Women's Executive Leadership Program is normally provided for lower grade levels.

C. Career Intern Program

Career intern programs cover the staffing of entry level to journeyman level of administrative, professional and technological positions which make up the mainstream mission-oriented and key staff service occupations of an agency, fields characterized by career ladders from the entry level and usually beyond. Appointment is at clearly defined trainee levels with the intent that the employee will progress through planned assignments to the journeyman level. Career intern programs are occupationally oriented, providing for systematic progression within a specific occupational field.

39. FUNDING

Agencies will be required to reimburse OPM a nominal fee for administrative costs to coordinate and implement the program. Agencies will also be responsible for special costs associated with the tuition, travel, and per diem for those activities specifically designed for each participant.

40. PROGRAM EVALUATION

- a. OPM will work closely with participants and Federal departments and agencies to analyze the success of the program.
- b. Evaluation criteria will be developed prior to program implementation. The criteria will be utilized to assess the extent to which the program achieves established objectives, ensure that training resources are utilized economically and effectively, and ensure that participants gain the maximum benefit from the program.

Donald J. Devine
Director

WOMEN'S EXECUTIVE LEADERSHIP PROGRAM

- A. Proposed Core Activities for Training and Development of Participants
 - I. Two-Day Orientation
 - . Program Requirements
 - . Management as a profession/women as professional managers and executives
 - . Preparing IDP's
 - II. Public Managers Workshop (Three Days)
 - . Management Excellence Framework/Management Excellence Inventory
 - . Personal assessment of management/executives skills, knowledges and abilities
 - . Managerial - supervisory competencies
 - III. Seminar on Government organization and functions responsibilities (3-5 Days)
 - IV. Four three-day seminars on managing in Federal Government agencies focusing on areas such as:
 - . financial management and budgeting
 - . managing human resources
 - . technology development and impact on management
 - . changes and developments in management techniques and methods
 - V. Eight one-day symposia on policy or program initiatives such as
 - . women managers/executives in predominantly male work environments
 - . contracting out—A-76
 - . performance management/merit pay
 - . new legislative initiatives affecting Federal personnel

- . Administration high priority programs and policies
- . zones for cooperation between the public and private sectors
- VI. Cassette/video self-study activities
- VII. Public relations activities
 - . networking with the Administration's adopt-a-school program
 - . appearances as speakers at elementary and high schools and universities and colleges
 - . appearances on radio and television talk shows
 - . speaking at meetings of community and professional groups
 - . appearances at forums sponsored by public and private interest groups
- VIII. Ninety-day external assignments from options such as
 - . another Federal agency
 - . state/local government agency
 - . private industry
- B. Cost: \$1,300 per participant to cover expenses in administering the training and developmental activities, securing speakers and reimbursing those on contract, providing needed training materials, securing training sites, some meals during the training day and other expenses incurred in organizing and presenting the training. Per diem, travel, hotel and such expenses are not included in this charge.

TRAINING AND DEVELOPMENT ACTIVITIES CYCLE

<u>Program Calendar</u>	<u>General</u>	<u>Program Activities</u> <u>Individualized</u>	<u>Self Study</u>
June-August, 1984	a. Orientation		
September 1984	a. Public Managers Workshop		
October 1984	a. Seminar on Government Organi- zation		
October-December 1984	a. 2 one-day Symposia b. one 3-day Seminar	1. External Assignments 2. Cluster Assignments 3. Individual Projects	Cassette/video aids or Programs made available to par- ticipants for their use at home, at work or during travel.
January-March 1985	a. 2 one-day Symposia b. one 3-day Seminar		
April-June 1985	a. 2 one-day Symposia b. one 3-day Seminar		
July-September 1985	a. 2 one-day Symposia b. one 3-day Seminar		
December 1985	Participants Complete Program		